

Yale  
NewHaven  
**Health**  
**Greenwich**  
**Hospital**

# **Fiscal Year 2020 Business Plan**

**Confidential**

# YNHHS/YM Strategic Framework

## Fiscal Year 2020

Yale New Haven Health enhances the lives of the people we serve by providing access to high value, patient-centered care in collaboration with those who share our values.

### Provide Unparalleled Value

#### Inspire a Culture of Excellence

Alignment

Diversity/Inclusion

Employee/Physician Engagement

Talent Management

Innovation

Technology and Analytics

Academic Excellence

Governance

#### Ensure Consistent Care Signature

Customer Experience

Patient Safety

Clinical Quality

#### Enhance Clinical Services

Service Line Integration

Clinical Program Excellence

Ambulatory Network

Physician Alignment

System Scale

#### Manage Total Cost of Care

Healthy Communities

Care Management

Clinical Integration

Operational and Clinical Effectiveness

#### Sustain Financial Strength

Financial Performance

Capital Deployment

Payment Models

Philanthropy

Yale New Haven Health is committed to innovation and excellence in patient care, teaching, research and service to our communities.

Patient-Centered

Respect

Compassion

Integrity

Accountability

9/4/2019



## FY2020 Greenwich Hospital Business Plan

Inspire a Culture of Excellence			
<b>1.1</b>	<b>Goal</b>	<b>Advance enterprise alignment between YNHHS &amp; YM</b>	<b>Executive Sponsor</b>
1.1.1	Objective	Develop joint vision, mission and values	Marna Borgstrom, Robert Alpern, MD
1.1.2	Objective	Implement shared operating processes, including executive and clinical oversight and consistent Care Signature	Marna Borgstrom, Robert Alpern, MD
1.1.3	Objective	Refine the funds flow model	Marna Borgstrom, Robert Alpern, MD
<b>1.2</b>	<b>Goal</b>	<b>Enhance Diversity and Inclusion</b>	<b>Executive Sponsor</b>
1.2.1	Objective	Implement work plans to address four domains: Marketing and Community Engagement, Workforce Development, Patient Relations and Experience and Supplier Diversity (YNHHS)	Kevin Myatt
1.2.2	Objective	Increase the percentage of business that YNHHS does with minority and women owned businesses to support diversity of vendors (CO) (YNHHS)	Kevin Myatt
1.2.3	Objective	Implement action plans for Diversity and Inclusion Committee (GH)	Jodie Boldrighini
<b>1.3</b>	<b>Goal</b>	<b>Enhance employee, management and physician engagement and communication</b>	<b>Executive Sponsor</b>
1.3.1	Objective	Assess/modify/reinforce employee engagement action plans based on 2019 survey results (YNHHS)	Kevin Myatt
1.3.2	Objective	Improve employee engagement index	
1.3.2.1		Improve employee engagement index (GH)	Norman Roth
1.3.3	Objective	Strengthen safety event reporting culture as evidenced by improved timeliness of employee report completion by supervisors (CO) (YNHHS)	Kevin Myatt
1.3.3.1		Timeliness of employee report completion (GH)	Jodie Boldrighini

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Inspire a Culture of Excellence			
1.3	Goal	Enhance employee, management and physician engagement and communication	Executive Sponsor
1.3.4	Objective	Develop and implement consistent rewards and recognition programs as appropriate (YNHHS)	Kevin Myatt
1.3.5	Objective	Develop physician engagement survey action plans to address identified issues	Prathibha Varkey, MD, Paul Taheri, MD, Thomas Balcezak, MD
1.3.6	Objective	Improve physician engagement index	
1.3.6.1		Improve physician engagement index (GH)	Spike Lipschutz, MD
1.3.7	Objective	Implement plans to decrease physician burnout and enhance resilience	Prathibha Varkey, MD, Paul Taheri, MD, Thomas Balcezak, MD
1.3.8	Objective	Enhance physician onboarding and mentoring programs across YNHHS and Yale Medicine	Prathibha Varkey, MD, Paul Taheri, MD, Thomas Balcezak, MD
1.3.9	Objective	Enhance communication and collaboration between physicians across YNHHS and Yale Medicine	Prathibha Varkey, MD, Paul Taheri, MD, Thomas Balcezak, MD
1.3.10	Objective	Conduct research to monitor and improve the culture of excellence (GH)	Jodie Boldrighini
1.3.10.1		Conduct culture interviews in select departments (GH)	Jodie Boldrighini
1.3.10.2		Conduct new employee follow-up interviews at regular milestones (GH)	Jodie Boldrighini
1.3.11	Objective	Implement plans to decrease staff burnout and increase resilience (GH)	Jodie Boldrighini
1.3.12	Objective	Offer at least two opportunities to celebrate/connect with employees (GH)	Jodie Boldrighini
1.3.13	Objective	Continue to provide leadership exposure to staff (GH)	Jodie Boldrighini
1.3.13.1		Conduct administrative rounds (GH)	Diane Kelly
1.3.13.2		Conduct bi-monthly "Conversations with Norman and Diane" (GH)	Norman Roth
1.3.13.3		Conduct Town Hall Meeting series (GH)	Norman Roth
1.3.13.4		Continue bi-monthly "Tea with Anna" (GH)	Anna Cerra
1.3.13.5		Conduct bi-monthly service award celebrations (GH)	Norman Roth

KEY: (GH) = Greenwich Hospital only objective, (CO) Corporate Objective

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<b>Inspire a Culture of Excellence</b>			
<b>1.4</b>	<b>Goal</b>	<b>Implement and sustain a superior talent management process</b>	<b>Executive Sponsor</b>
1.4.1	Objective	Increase the number of IFE course hours offered (YNHHS)	Kevin Myatt
1.4.2	Objective	Increase the number of managers enrolled in Management Academy courses (YNHHS)	Kevin Myatt
1.4.3	Objective	Provide managers with the tools necessary to create employee development plans (YNHHS)	Kevin Myatt
1.4.4	Objective	Integrate the Talent integration process (YNHHS)	Kevin Myatt
1.4.5	Objective	Expand recruitment and outreach to diverse organizations, websites and schools (YNHHS)	Kevin Myatt
1.4.6	Objective	Enhance leadership development for managers, directors, VPs, Senior VPs and physician leaders (YNHHS)	Kevin Myatt
1.4.7	Objective	Implement the leadership continuity process (succession planning) and ensure a leadership pipeline is in place (YNHHS)	Kevin Myatt
1.4.8	Objective	Complete 95% of performance evaluations on time (GH)	Jodie Boldrighini
1.4.9	Objective	Identify future physician leaders and offer opportunities to develop their leadership skills (GH)	Spike Lipschutz, MD
1.4.10	Objective	Develop internships and cross training opportunities in critical positions and mentoring for leadership development (GH)	Jodie Boldrighini
<b>1.5</b>	<b>Goal</b>	<b>Develop a culture of innovation</b>	<b>Executive Sponsor</b>
1.5.1	Objective	Sustain a culture of innovation across the Health System	
1.5.1.1		Fully establish the Center for Health Care Innovation	Lisa Stump
1.5.1.2		Support development opportunities for innovators throughout the System by sponsoring innovation events	Lisa Stump
1.5.1.3		Continue building partnerships and leverage innovation resources at Yale University	Lisa Stump
1.5.1.4		Utilize System Innovation Fund to invest in novel technologies	Lisa Stump
<b>1.6</b>	<b>Goal</b>	<b>Ensure technologies to support and sustain organizational excellence</b>	<b>Executive Sponsor</b>
1.6.1	Objective	Ensure and expand data access, integrity, privacy and security to meet enterprise strategies	
1.6.1.1		Continue data center optimization and strategic planning	Lisa Stump
1.6.1.2		Maintain and deploy advanced cybersecurity measures	Lisa Stump
1.6.1.3		Advance mobile and cloud strategies	Lisa Stump
1.6.1.4		Support enterprise growth and network strategy with technologies and data	Lisa Stump

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<b>Inspire a Culture of Excellence</b>			
<b>1.6</b>	<b>Goal</b>	<b>Ensure technologies to support and sustain organizational excellence</b>	<b>Executive Sponsor</b>
1.6.2	Objective	Enhance patient, physician and staff alignment, engagement and efficiency through innovative technologies	
1.6.2.1		Enhance physician, nursing and care team well-being through optimization of technology	Lisa Stump
1.6.2.2		Advance technologies and digital health solutions that engage, inform and promote access and outreach, including self-service functionalities	Lisa Stump
1.6.2.3		Implement technology solutions that advance the access strategy across the medical enterprise	Lisa Stump
1.6.3	Objective	Support innovation and transformation through partnerships and collaboration across the medical enterprise and the industry	
1.6.3.1		Stabilize and optimize Infor to support business operations in Human Resources, Supply Chain, Finance and Information Technology Services; assess ERP solutions to ensure business operation needs (YNHHS)	Lisa Stump
1.6.3.2		Advance telehealth programs and services that enhance service line, network access and patient engagement strategies	Lisa Stump
1.6.3.3		Develop and integrate new technologies and data science to support the digital health and innovation strategies	Lisa Stump
1.6.4	Objective	Identify and implement necessary tools and data capabilities to support enterprise goals	
1.6.4.1		Deploy expanded EPIC capabilities to support clinical integration / care coordination requirements for employees and other managed populations	Lisa Stump
1.6.4.2		Develop data structures and analytics to support the Care Signature	Lisa Stump
1.6.4.3		Establish robust governance with necessary stakeholders to optimally leverage our data assets	Lisa Stump
1.6.4.4		Develop policies and guidelines for the sharing of data assets between Yale Medicine, Yale New Haven Health System and third party entities	Lisa Stump
1.6.5	Objective	Implement or expand appropriate components of the YNHHS IT plan at GH to enhance patient experience, clinical services, physician and staff well-being and operational efficiencies (including but not limited to):	
1.6.5.1		M-Modal Expansion (GH)	Lisa Edwards
1.6.5.2		Digital Front Door implementation (GH)	Lisa Edwards
1.6.5.3		Photo ID Expansion (GH)	Lisa Edwards

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<b>Inspire a Culture of Excellence</b>			
<b>1.6</b>	<b>Goal</b>	<b>Ensure technologies to support and sustain organizational excellence</b>	<b>Executive Sponsor</b>
1.6.5.4		Haiku and Cantu expansion (GH)	Lisa Edwards
<b>1.7</b>	<b>Goal</b>	<b>Support academic excellence</b>	<b>Executive Sponsor</b>
1.7.1	Objective	Support leadership skill development in GME	Thomas Balcezak, MD, Robert Alpern, MD
1.7.2	Objective	Integrate oversight of delivery network GME programs into Yale New Haven Medical Center/Yale Medicine and expand opportunities for student rotations.	Thomas Balcezak, MD, Robert Alpern, MD
1.7.3	Objective	Support the new clinical program development corporation	Richard D'Aquila, Robert Alpern, MD
1.7.4	Objective	Support the recruitment of nationally-recognized clinical chairs/chiefs across YNHHS	Richard D'Aquila, Robert Alpern, MD
<b>1.8</b>	<b>Goal</b>	<b>Ensure effective governance</b>	<b>Executive Sponsor</b>
1.8.1	Objective	Enhance Board meeting effectiveness (YNHHS)	
1.8.1.1		Increase discussion and dialogue among Board members and reduce one-way presentations (YNHHS)	Bill Aseltyne, Marna Borgstrom
1.8.2	Objective	Align System governance to support strategy and operations (YNHHS)	
1.8.2.1		Standardize Delivery Network Board agenda structure and agenda topics (YNHHS)	Bill Aseltyne, Marna Borgstrom
1.8.3	Objective	Initiate a comprehensive review of Board and leadership committees across YNHHS to ensure alignment with strategy and operations (YNHHS)	Bill Aseltyne, Marna Borgstrom
<b>1.9</b>	<b>Goal</b>	<b>Maintain Magnet Designation Status (GH)</b>	<b>Executive Sponsor</b>
1.9.1	Objective	Continue to enhance Nursing Professional Governance (GH)	Anna Cerra
1.9.2	Objective	Obtain Magnet recertification (GH)	Anna Cerra
<b>Ensure Consistent Care Signature</b>			
<b>2.1</b>	<b>Goal</b>	<b>Ensure an excellent customer experience</b>	<b>Executive Sponsor</b>
2.1.1	Objective	Implement a consistent Care Signature across all sites of care, including standardized clinical practice, standardized environment of care, and standardized professional behavior	Beth Beckman, Richard D'Aquila, Thomas Balcezak, MD

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<b>Ensure Consistent Care Signature</b>			
<b>2.1</b>	<b>Goal</b>	<b>Ensure an excellent customer experience</b>	<b>Executive Sponsor</b>
2.1.2	Objective	Maintain or improve patient satisfaction scores to ensure that we are meeting our patients' expectations (CO)	
2.1.2.1		HCAHPS: Overall rating of hospital - (GH)	Diane Kelly
2.1.2.2		Ambulatory Services - (GH)	Diane Kelly
2.1.2.3		Outpatient Services - (GH)	Diane Kelly
2.1.2.4		Emergency Department Services - (GH)	Diane Kelly
2.1.3	Objective	Enhance contributions of Patient and Family Advisory Council (PFAC) (GH)	Diane Kelly
2.1.4	Objective	Provide advanced training to staff in service excellence (GH)	Diane Kelly
<b>2.2</b>	<b>Goal</b>	<b>Become one of the safest health systems in the country</b>	<b>Executive Sponsor</b>
2.2.1	Objective	Enhance and sustain High Reliability Organization interventions across the System	Prathibha Varkey, MD, Paul Taheri, MD, Thomas Balczak, MD
2.2.2	Objective	Provide Just Culture training across the System to promote an open culture of shared learning and accountability	Prathibha Varkey, MD, Paul Taheri, MD, Thomas Balczak, MD
2.2.3	Objective	Improve safety event reporting culture by increasing compliance with RL event classification accuracy (YNHHS) (CO)	
2.2.3.1		RL Solutions- Event Classification Rate (GH)	Spike Lipschutz, MD
2.2.3.2		Employee Injury Report Completion - (GH)	Spike Lipschutz, MD
2.2.4	Objective	Reduce utilization and prescription of narcotics through an opioid stewardship program to ensure our patients' pain is effectively managed through appropriate use of narcotic and non-narcotic modalities (CO)	Prathibha Varkey, MD, Paul Taheri, MD, Thomas Balczak, MD
2.2.4.1		Prescribed Amount of Morphine Milli-Equivalents (MME) (GH)	Spike Lipschutz, MD
2.2.5	Objective	Enhance "Rounding to Influence" rounds by directors and managers (GH)	Diane Kelly
<b>2.3</b>	<b>Goal</b>	<b>Continuously improve patient quality to outperform key benchmarks</b>	<b>Executive Sponsor</b>
2.3.1	Objective	Attain targets for Centers for Medicare and Medicaid Services (CMS) publicly reported measures and fiscally incentivized programs	Prathibha Varkey, MD, Paul Taheri, MD, Thomas Balczak, MD

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Ensure Consistent Care Signature			
2.2	Goal	Become one of the safest health systems in the country	Executive Sponsor
2.3.2	Objective	Deploy appropriate quality improvement strategies and make performance transparent through the creation of standardized System Board dashboards	Prathibha Varkey, MD, Paul Taheri, MD, Thomas Balcezak, MD
2.3.3	Objective	Maintain or improve readmissions as a benchmark for high quality, safe hospital and transitional care (CO)	Prathibha Varkey, MD, Paul Taheri, MD, Thomas Balcezak, MD
2.3.3.1		Maintain or Improve Readmissions - Pneumonia and COPD (GH)	Spike Lipschutz, MD
2.3.4	Objective	Reduce system-wide number of hospital acquired infections to ensure that we provide high quality, safe patient care (HAI composite) (CO)	Prathibha Varkey, MD, Paul Taheri, MD, Thomas Balcezak, MD
2.3.4.1		cDiff - (GH)	Spike Lipschutz, MD
2.3.4.2		HAI Composite - (GH)	Spike Lipschutz, MD
2.3.5	Objective	Optimize clinical continuity within YNHHS, YM and the Clinically Integrated Network	Prathibha Varkey, MD, Paul Taheri, MD
2.3.6	Objective	Enhance the work of the Nursing Executive Cabinet	
2.3.6.1		Implement the business enterprise business plan for the OCNE	
2.3.6.2		Stabilize the nursing workforce to reduce contract labor, RN vacancy and RN turnover (YNHHS)	Beth Beckman
2.3.6.3		Implement the education business plan for the OCNE	
2.3.6.4		Create a destination organization for RNs by establishing and operationalizing strategies that attract and retain top nursing talent (YNHHS)	Beth Beckman
2.3.6.5		Onboard new graduate RNs using a system approach, including the Vizient Residency program and ongoing support (YNHHS)	Beth Beckman
2.3.6.6		Establish strategies and sustainable tactics to improve the HCAHPS scores of Nurse Communication Domain to the top quartile performance (YNHHS)	Beth Beckman
2.3.6.7		Develop and communicate the vision (why, what, how) of Care Signature to frontline nurses across the system to ensure standardized care delivery (YNHHS)	Beth Beckman
2.3.7	Objective	Maintain disease-specific certifications and pursue additional certifications as appropriate (GH)	Diane Kelly

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Enhance Clinical Services			
3.1	Goal	Increase service line integration across YNHHS	Executive Sponsor
3.1.1	Objective	Implement System service line /clinical area strategic plans	
3.1.1.1		System Service Line/Clinical Area Plan: Children's	Richard D'Aquila
3.1.1.1.1		Grow pediatric ambulatory surgery program (GH)	Diane Kelly
3.1.1.1.2		Increase Pediatric Emergency Medicine Program volume (GH)	Diane Kelly
3.1.1.1.3		Expand YNHCH subspecialty clinics (GH)	Diane Kelly
3.1.1.2		System Service Line/Clinical Area Plan: Digestive Health	Richard D'Aquila
3.1.1.2.1		Launch Digestive Health Service Line	Richard D'Aquila
3.1.1.3		System Service Line/Clinical Area Plan: Heart & Vascular	Richard D'Aquila
3.1.1.3.1		Expand Heart and Vascular services (GH)	Diane Kelly
3.1.1.3.2		Develop a comprehensive Congestive Heart Failure (CHF) program (GH)	Diane Kelly
3.1.1.3.3		Develop a comprehensive EP program (GH)	Diane Kelly
3.1.1.4		System Service Line/Clinical Area Plan: Musculoskeletal	Richard D'Aquila
3.1.1.4.1		Grow Musculoskeletal program (GH)	Marc Kosak
3.1.1.5		System Service Line/Clinical Area Plan: Neurosciences	Richard D'Aquila
3.1.1.5.1		Grow neurology program (GH)	Diane Kelly
3.1.1.5.2		Develop a comprehensive neurosurgery and neurovascular program (GH)	Diane Kelly
3.1.1.6		System Service Line/Clinical Area Plan: Oncology	Richard D'Aquila
3.1.1.6.1		Expand oncology program with Smilow and Yale Medicine (GH)	Diane Kelly
3.1.1.6.2		Plan cancer center facility (GH)	Diane Kelly
3.1.1.7		System Service Line/Clinical Area Plan: Psychiatry & Behavioral Health	Richard D'Aquila
3.1.1.7.1		Expand psychiatry and behavioral health program (GH)	Diane Kelly
3.1.1.8		System Service Line/Clinical Area Plan: Transplant	Richard D'Aquila
3.1.1.8.1		Continue to support YNHH transplant services in the region (GH)	Diane Kelly
3.1.1.9		System Service Line/Clinical Area Plan: Urology	Richard D'Aquila
3.1.1.9.1		Grow urology services (GH)	Marc Kosak
3.1.1.10		System Service Line/Clinical Area Plan: Women's	Richard D'Aquila
3.1.1.10.1		Open NEMG OB practice at 500 West Putnam (GH)	Diane Kelly
3.1.1.10.2		Assess and develop midwifery program (GH)	Diane Kelly
3.1.1.10.3		Integrate perinatology program into Yale Medicine (GH)	Diane Kelly

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<b>Enhance Clinical Services</b>			
<b>3.2</b>	<b>Goal</b>	<b>Enhance clinical program excellence</b>	<b>Executive Sponsor</b>
3.2.1	Objective	Develop and implement System-wide clinical program plans and destination programs	
3.2.1.1		System-wide Clinical Program Plan: Geriatrics	Thomas Balcezak, MD
3.2.1.2		System-wide Clinical Program Plan: Palliative Care	Thomas Balcezak, MD
3.2.1.2.1		Expand palliative care into the community (GH)	Diane Kelly
3.2.2	Objective	Implement a comprehensive Genomics program	Paul Taheri, MD, Richard D'Aquila
3.2.2.1		Evolve Greenwich Hospital into a regional academic medical center	Norman Roth, Paul Taheri, MD, Robert Alpern, MD
3.2.3	Objective	Attain patient volume targets	
3.2.3.1		Inpatient discharges - (GH)	Diane Kelly
3.2.3.2		Attain telehealth visits target	Lisa Stump
3.2.3.3		Outpatient visits - (GH)	Diane Kelly
3.2.4	Objective	Continue to implement clinical growth plan for Greenwich Hospital (GH)	Diane Kelly
3.2.5	Objective	Implement the Eye, Ear and Voice Center (GH)	Marc Kosak
3.2.12	Objective	Establish nephrology program (GH)	Diane Kelly
3.2.13	Objective	Align general surgery program with Yale Medicine (GH)	Diane Kelly
3.2.14	Objective	Implement Y-Access (GH)	Diane Kelly
3.2.15	Objective	Prepare for Level III Trauma Center accreditation (GH)	Diane Kelly
3.2.16	Objective	Enhance relationship with Nathaniel Witherall, and other Extended Care Facilities (GH)	Diane Kelly
3.2.17	Objective	Expand marketing and public relations initiatives to support the clinical growth plan (GH)	Norman Roth
3.2.18	Objective	Share success stories of GH/YNHHS across the region (CT/NY) (GH)	Norman Roth
<b>3.3</b>	<b>Goal</b>	<b>Enhance and expand the System ambulatory network</b>	<b>Executive Sponsor</b>
3.3.1	Objective	Plan and implement appropriate components of the YNHHS ambulatory strategy	
3.3.1.1		Optimize existing locations: Long Ridge, Park Avenue, Pequot, North Haven, Shoreline, Old Saybrook	Richard D'Aquila
3.3.1.1.2		Attain Long Ridge program volume targets (GH)	Marc Kosak
3.3.1.1.3		Attain Rye Ridge volume targets (GH)	Marc Kosak
3.3.1.1.4		Attain 500 West Putnam volume targets (GH)	Marc Kosak

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<b>Enhance Clinical Services</b>			
<b>3.3</b>	<b>Goal</b>	<b>Enhance and expand the System ambulatory network</b>	<b>Executive Sponsor</b>
3.3.1.2		Implement the YNHHS network strategy recommendations including standardized service delivery models	Paul Taheri, MD, Richard D'Aquila
3.3.1.3		Develop a plan to consolidate existing ambulatory sites across YNHHS and YM	Paul Taheri, MD, Richard D'Aquila
3.3.1.5		Develop a plan for increasing clinical practice outside of CT	Prathibha Varkey, MD, Paul Taheri, MD
<b>3.4</b>	<b>Goal</b>	<b>Increase physician alignment</b>	<b>Executive Sponsor</b>
3.4.1	Objective	Implement a coordinated NEMG/YM physician recruitment strategy	Prathibha Varkey, MD, Paul Taheri, MD
3.4.2	Objective	Increase the number of high quality primary care physicians aligned with YNHHS	Prathibha Varkey, MD, Paul Taheri, MD, Thomas Balcezak, MD
3.4.3	Objective	Partner and align with high quality specialty physicians as appropriate	Prathibha Varkey, MD, Paul Taheri, MD, Thomas Balcezak, MD
3.4.8	Objective	Support the growth and development of independent community practices to support care delivery and increased access (GH)	Spike Lipschutz, MD
3.4.9	Objective	Evaluate a clinical and programmatic partnership with Westmed and other Westchester groups (GH)	Spike Lipschutz, MD
3.4.10	Objective	Partner with medical staff on clinical quality opportunities (GH)	Spike Lipschutz, MD
3.4.11	Objective	Develop medical staff succession plans to meet community needs (GH)	Spike Lipschutz, MD
3.4.12	Objective	Promote NEMG network to the community (GH)	Spike Lipschutz, MD
3.4.13	Objective	Strengthen clinical relationships between NEMG and referring physicians (GH)	Spike Lipschutz, MD
3.4.14	Objective	Evaluate opportunities to attract additional regional physicians and other healthcare providers to utilize GH services (GH)	Spike Lipschutz, MD
<b>3.5</b>	<b>Goal</b>	<b>Ensure sufficient System scale and continued integration to increase value</b>	<b>Executive Sponsor</b>
3.5.1	Objective	Enhance clinical partnerships with Trinity Health of New England	Paul Taheri, MD, Richard D'Aquila
3.5.2	Objective	Collaborate with PhysicianOne to enhance access to urgent care services in alignment with the System ambulatory plan	Chris O'Connor

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<b>Enhance Clinical Services</b>			
<b>3.5</b>	<b>Goal</b>	<b>Ensure sufficient System scale and continued integration to increase value</b>	<b>Executive Sponsor</b>
3.5.3	Objective	Develop relationships with other hospitals, health systems or large physician groups to expand geographic reach	Paul Taheri, MD, Chris O'Connor
3.5.4	Objective	Increase prescription capture rate for specialty pharmacy by 8%	Chris O'Connor
<b>3.6</b>	<b>Goal</b>	<b>Ensure a comprehensive facility planning process to meet current and future organizational needs</b>	<b>Executive Sponsor</b>
3.6.1	Objective	Develop a clinical services master facility planning process between YNHHS and YU/YSM/YM	Paul Taheri, MD, Richard D'Aquila, Chris O'Connor
3.6.5.1		Continue implementation of a private room model (GH)	Marc Kosak
3.6.5.2		Investigate opportunity for a helicopter landing pad (GH)	Marc Kosak
3.6.2	Objective	Achieve zoning approval for Smilow Cancer facility (GH)	Marc Kosak
<b>Manage Total Cost of Care</b>			
<b>4.1</b>	<b>Goal</b>	<b>Implement strategies to ensure healthy communities</b>	<b>Executive Sponsor</b>
4.1.1	Objective	Improve community health	
4.1.1.1		Implement FY 2019 Community Health Improvement Plans (YNHHS)	Chris O'Connor
4.1.1.2		Implement strategies to address the social determinants of health of our patients	Chris O'Connor
4.1.1.3		Implement a system-wide standardized social determinant screening and referral process	Lisa Stump, Chris O'Connor
4.1.1.4		Facilitate improvement in social determinants of health for ED patients (GH)	Diane Kelly
4.1.2	Objective	Improve employee health	
4.1.2.1		Expand primary care professional network and access to YNHHS covered employees and their dependents (YNHHS)	Kevin Myatt
4.1.2.2		Promote use of YNHHS facilities and preferred network services by employees to facilitate continuity of care and improved health (YNHHS)	Kevin Myatt
4.1.2.3		Enhance employee health and safety through initiatives by Occupational Health, livingWell Cares and Employee and Family Resources (YNHHS)	Kevin Myatt
4.1.2.4		Implement a communication plan to support employee engagement in health and wellness programs (YNHHS)	Kevin Myatt

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<b>Manage Total Cost of Care</b>			
<b>4.2</b>	<b>Goal</b>	<b>Provide coordinated care management across the continuum</b>	<b>Executive Sponsor</b>
4.2.1	Objective	Optimize communications along the care continuum with internal and external partners	Prathibha Varkey, MD, Paul Taheri, MD, Thomas Balcezak, MD
4.2.2	Objective	Optimize and grow our owned post-acute organizations	Prathibha Varkey, MD, Paul Taheri, MD, Thomas Balcezak, MD
4.2.3	Objective	Further develop network of preferred and partnered post-acute and care continuum organizations	Prathibha Varkey, MD, Paul Taheri, MD, Thomas Balcezak, MD
4.2.4	Objective	Integrate with Population Health initiatives to enhance the care of at-risk and vulnerable populations	Prathibha Varkey, MD, Paul Taheri, MD, Thomas Balcezak, MD
4.2.5	Objective	Enhance home care referrals and decrease SNF utilization	Prathibha Varkey, MD, Paul Taheri, MD, Thomas Balcezak, MD
4.2.6	Objective	Drive improved quality in the care of patients during their post-acute period of care	Prathibha Varkey, MD, Paul Taheri, MD, Thomas Balcezak, MD
<b>4.3</b>	<b>Goal</b>	<b>Advance Clinical Integration and Network strategies</b>	<b>Executive Sponsor</b>
4.3.1	Objective	Establish the Clinically Integrated Network (CIN)	Prathibha Varkey, MD, Paul Taheri, MD, Chris O'Connor, Thomas Balcezak, MD
4.3.2	Objective	Develop and implement the Population Health Service Organization (PHSO) infrastructure for the CIN	Prathibha Varkey, MD, Paul Taheri, MD, Chris O'Connor, Thomas Balcezak, MD
4.3.3	Objective	Develop opportunities to partner with payers and/or employers to manage additional populations	Prathibha Varkey, MD, Vincent Tammaro, Paul Taheri, MD, Thomas Balcezak, MD

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<b>Manage Total Cost of Care</b>			
<b>4.4</b>	<b>Goal</b>	<b>Ensure operational and clinical effectiveness</b>	<b>Executive Sponsor</b>
4.4.1	Objective	Realize & sustain Clinical Redesign improvements	Paul Taheri, MD, Thomas Balcezak, MD
4.4.1.1		Increase number of clinical redesign projects (GH)	Spike Lipschutz, MD
4.4.2	Objective	Continue evaluation and integration of centralized services, processes and practices across YNHHS	
4.4.2.1		Continue System Ambulatory Optimization and Integration	Paul Taheri, MD, Richard D'Aquila
4.4.2.2		Continue Perioperative Services Integration	Paul Taheri, MD, Richard D'Aquila
4.4.2.3		Consolidate YM and YNHHS patient access initiatives	Prathibha Varkey, MD, Paul Taheri, MD, Richard D'Aquila
4.4.3	Objective	Improve centralization and standardization of existing System departments (YNHHS)	Chris O'Connor
4.4.4	Objective	Initiate materials distribution and pharmacy operations of the Regional Operations Center (YNHHS)	Chris O'Connor
<b>Sustain Financial Strength</b>			
<b>5.1</b>	<b>Goal</b>	<b>Improve current financial performance</b>	<b>Executive Sponsor</b>
5.1.1	Objective	Update 5-year strategic financial plan (YNHHS)	Vincent Tammaro
5.1.2	Objective	Achieve GH days cash on hand to ensure financial stability	Eugene Colucci
5.1.3	Objective	Evaluate mitigation efforts and Enterprise-Wide Risks across all five strategic dimensions twice per year (YNHHS)	Vincent Tammaro
5.1.4	Objective	Maintain or improve bond ratings (YNHHS)	Vincent Tammaro
5.1.5	Objective	Achieve YNHHS Operating Margin to ensure financial stability (CO)	Vincent Tammaro
5.1.6	Objective	Achieve GH Delivery Network Operating Margin to ensure financial stability (CO)	Eugene Colucci
5.1.7	Objective	Effectively manage costs to ensure financial stability	
5.1.7.1		Cost per inpatient discharge (CO) - (GH)	Eugene Colucci
5.1.7.2		Cost per outpatient encounter (CO) - (GH)	Vincent Tammaro
5.1.8	Objective	Achieve net gain margin target (YNHHS)	Vincent Tammaro
5.1.9	Objective	Achieve GH net gain margin target	Eugene Colucci

KEY: (GH) = Greenwich Hospital only objective, (CO) Corporate Objective

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<b>Sustain Financial Strength</b>			
<b>5.1</b>	<b>Goal</b>	<b>Improve current financial performance</b>	<b>Executive Sponsor</b>
5.1.10	Objective	Achieve days cash on hand to ensure financial stability (YNHHS) (CO)	Vincent Tammaro
5.1.10.1		Achieve GH days cash on hand to ensure financial stability	Eugene Colucci
5.1.11	Objective	Improve Revenue Enhancement/Cash Collections to ensure financial stability (GH)	Eugene Colucci
5.1.12	Objective	Attain System-wide pension funding percentages (YNHHS)	Vincent Tammaro
5.1.13	Objective	Advocate at the federal and state levels for fair payment policies and regulations (YNHHS)	Vin Petriani
<b>5.2</b>	<b>Goal</b>	<b>Optimize capital deployment and investments</b>	<b>Executive Sponsor</b>
5.2.1	Objective	Evaluate and implement various Treasury services including a System cash management program (YNHHS)	Vincent Tammaro
5.2.2	Objective	Evaluate and implement capital market strategies including an investor relations strategy to provide necessary investment to execute approved business plans (YNHHS)	Vincent Tammaro
5.2.3	Objective	Ensure proper stewardship of investments (YNHHS)	Vincent Tammaro
5.2.4	Objective	Enhance the System Capital Deployment strategy (YNHHS)	Vincent Tammaro
<b>5.3</b>	<b>Goal</b>	<b>Align payment models for financial sustainability and long-term success</b>	<b>Executive Sponsor</b>
5.3.1	Objective	Secure budgeted managed care revenue	Vincent Tammaro, Paul Taheri, MD
5.3.2	Objective	Develop and implement strategies to maximize performance in existing alternative payment models (Medicare, Medicaid, Commercial)	Vincent Tammaro, Paul Taheri, MD
5.3.3	Objective	Participate in new alternative payment models such as employer engagement and contracting arrangements.	Vincent Tammaro, Paul Taheri, MD
5.3.4	Objective	Develop and enhance strategic relationships with payers, including initiatives related to strategic pricing, reducing administrative burdens, providing price transparency and developing additional value-based programs	Vincent Tammaro, Paul Taheri, MD



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Sustain Financial Strength			
5.4	Goal	Increase philanthropy	Executive Sponsor
5.4.1	Objective	Achieve philanthropy targets	
5.4.1.1		Philanthropy target - (GH)	Noel Appel
5.4.2	Objective	Implement collaborative System funding initiatives recognizing local priorities (YNHHS)	Marna Borgstrom, Michael Ivy, MD, Patrick Green, Norman Roth
5.4.3	Objective	Pursue cost reductions in fundraising costs across YNHHS (YNHHS)	Marna Borgstrom, Michael Ivy, MD, Patrick Green, Norman Roth